Infallible Company

Manage power dynamics through
right purposes or meet the inevitable end.

Sebastian K. Rudnicki

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infallible.company

21 May 2026

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Infallible Company

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Publication date: 21 May 2026

First released: 03 February 2026 — awenturyn.org, aventurine.works, and their GitHub repositories.

Synopsis

A short essay proposing Aventurine — a missing oversight level that helps organizations avoid internal decline by regulating purpose across power, structure, results, relationships and integrity, bridging classical hierarchy and decentralized (‘Teal’) approaches.

Dedication

To M. for all these years.

Colophon

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Note:

First released: 03 February 2026 — awenturyn.org, aventurine.works, and their GitHub repositories.

Credits:

Writing, editing, cover design — Sebastian K. Rudnicki

Codes

ISBN 978-83-981533-0-0

Why I took this on myself

This is meant to be short and groundbreaking. It's less than a 15 minute read. Get to it and see :)

A long time ago I landed a job in a great company (as in business as well as people). I have invested myself in that company, a rising startup, so much. But when more people got hired, things started to get worse. I did my best in many ways to address it. But at some point I realized, I can't prevent its inevitable internal fall. I felt sad on multiple levels and thought about it. I had no stake in it so after giving it my best, I eventually decided to walk my own path despite not being ready for it. If you went through something similar, I feel you.

I landed that job thanks to books and works of great authors. During that job, I have been recommended and found works that completely reshaped my understanding of what I saw happening in business. Past these years, since 2016 these works helped me navigate reality impeccably.

Except one thing. They did not help me understand what I could do next time to prevent an internal fall like this again, whether at someone else's business, or my own.

How I figured it out

I stayed with that problem for a long time, 8 years. I could give up, abandon what I saw and understood, and settle. But I didn't.

Two works, or rather, two authors I appreciated, wrote about ways how people and social structures mature, based on chosen research models. They described these models in levels, one of which was Teal.

Teal just refers to companies that commit themselves to a cause, evolutionary purpose, over maximization of short-term monetary gains, strive to fulfill holistic satisfaction and distribute leadership in multiple reasonable ways, away from hierarchy. While companies that operate like this can be decades old and are constantly, extremely competitive, the concept is not widely known for a reason I will get back to later.

Teal seemed to solve the problem I witnessed through distributed leadership. I tried to find work in a company with distributed leadership, progressive, teal, thinking these companies are over with the power and hierarchy.

I did not expect for these companies to not have challenges to solve. I hope they do, because that's what I contribute among others. But I did not expect that even in distributed leadership

companies, a person can ask a no-question-asked weaver to remove someone from the company, before hiring them, to keep control. With no openness to discuss this, of course this was not the way to go.

In other words, structurally it promised distributed meritocratic control, but in practice, the informal and constructive powers ruled there strongly.

That's how I started to notice and ask myself questions.

Regular, hierarchy based business, and distributed, Teal businesses are described as part of a larger puzzle, a model that documents multiple stages, from hierarchical structures to distributed leadership structures. But something fascinating happens when people learn about this model.

The model lens

Based on the model, I want to show you one thing that companies and organizations do wrong, and as the title suggests, fall. Whether it's a regular business, or a progressive one. It's huge, yet simple if shown right.

The model talks colors but it's easier to understand it in plain language. I will try to present that as briefly as I can.

Just a little disclaimer, usually, people that like to work in hierarchically structured businesses either get it and in some way strive toward Teal, or reject the model totally. People preferring hierarchy reject the model altogether, instead of using it to master their own stage. It's understandable, as the model did not provide anything to happily identify with. Moreover it was easy to misunderstand it, thinking it claims that Teal is better, they are not teal and will not be teal, but don't want to be the worse ones. It does not serve them so they reject it. If it would serve them, they would identify with it and adopt it. While in truth, neither elements of the list structure are inherently good or bad, better one after another, just serve different purposes.

Imagine a prehistoric world. In it, your ancestors wanted to provide safety for themselves and their family. Is there something

that could have protected your ancestor, their family, and their settlement from threats?

a) Power

1. Power is enough to protect from threats.
2. But what can go wrong when using power becomes too easy?
3. Power brings safety, but power can be easier to use than communication.
4. Power can fail in its purpose. You can then conclude that strong people are better than weaker people, or that power is evil.
5. Is there something that can protect us from the corruption of power?
6. I don't know, maybe you take power away with greater power and deception and hand it to someone more trustworthy and proven! Thankfully, someone already came up with a better idea.
7. If power cannot be given to just anyone stronger, it must be someone wise, stable, and able to observe. Maybe a mechanism or a structured tradition can help with that?

b) Structure

1. Great. Structures work a bit more stably than power.
2. But what can go wrong when entering and using structures

becomes too easy?

3. Structure increases safety, but structure can be easier to use than power or communication. A small favor or an order is enough.
4. Structure can fail in its purpose. You may conclude that people within structures are better than strong people and those outside structures, or that structures are bad.
5. Is there something that can protect us from the corruption of structure?
6. I don't know, maybe you take structure away by force and give it to someone else! Thankfully, someone already came up with a better idea.
7. If we cannot improve the transfer of structure, maybe it should not depend solely on a family name, the predecessor's will, or someone above. Maybe there is something better, like basing decisions on past successes and results?

c) Results

1. Results provide more equal opportunities to compete and choose the best.
2. What can go wrong when your country or team overuses results and success?
3. Results, a measure (e.g. property, money) can serve as proof of success and the right path, but measured things may be unrelated to reality; results can be falsified. You can work

for the metric rather than the success it was supposed to measure. You can also abandon what results were meant to secure, in pursuit of even bigger results.

4. Results and property can fail in their purpose. You may conclude that people with results, resources, or other measures of success (e.g. money) are better than strong people and people in structures, or that valuing people by results and success is wrong.
5. Is there something that can protect your country and team from the corruption of results?
6. I don't know, maybe you take away success, property, and structure by force and give them to someone else! Thankfully, someone already came up with a better idea.
7. You cannot support success or hand over structure to just anyone; it should be someone, or something (e.g. a brand), whose results align with reality and the good opinions of other people.

d) Relationships

1. Caring directly about relationships provides direct evidence.
2. What can go wrong when people or teams get too good at managing relationships, opinions, and reputation?
3. Relationships can serve as social proof of the right path, but they can also lead to decision paralysis. Opinions can be distorted; you can segregate people based on their opinions, or worse, based on assumptions about their opinions. You

can discriminate against people based on their opinions and actions. You can create false opinions about others, both good and bad. If someone is strong, they don't care about people. If someone creates structures, they don't care about people. If someone cares about results, they don't care about people.

4. Other people's opinions can fail in their purpose. You may conclude that people who use the opinions of others, the team, the customer, or the voter are better than those who value power, structure, or results, or that caring about others' opinions is wrong.
5. Is there something that can protect your country and team from the corruption of opinions?
6. I don't know, maybe you take away everything earned through false opinion by force and give it to someone else! Thankfully, someone already came up with a better idea… or did they?

Do you have an idea for d7 and effectively e)?

According to the model, this is the last stage that businesses and organizations structured hierarchically achieve.

e) Spiral Dynamics and the Yellow Level

Looking at steps a) b) c) d) in the organizational development model? I described each step in the same pattern to show a certain

structure. Do you see it?

1. A need for greater safety.
2. A new constructive way to increase safety.
3. The new way turns out to be a tool that can be used well (constructively) or badly (destructively).
4. Some like the advantage of destructive use. Some get offended by the new method.
5. Another need for safety arises; some try to solve it with old methods, others create new constructive ones.

Someone is attached to one perspective and believes it is best: power, structure, results, relationships. When that perspective begins to hinder, a belief appears that something in it is wrong or it may be rejected entirely. This ultimately contributes to discovering a new perspective, but it is mainly preceded by conflicts between those identifying with the advantages of a particular level and those seeing the unconstructive sides of other levels.

So now the missing point d7. What is the better idea for point e)?

As a consequence, you can notice that everyone is somewhat right and somewhat wrong. That means none of these perspectives is better than the previous one. You can appreciate them all and use them as tools. According to Laloux, this is already Teal, just the first pillar of it. But it's important. Neither elements on the list structure are inherently good or bad, better one after another, just serve different purposes.

Teal

In Laloux's "Reinventing Organizations", the last element of the puzzle is called Teal. By definition, Teal consists of three pillars: self-management, wholeness, and evolutionary purpose.

- Wholeness: People can bring more of themselves to work: emotions, intuition, values, sensitivity, body, and relationships. Not just a professional mask. In other words that's the above yellow level.
- Evolutionary purpose: The organization is treated like a living system with its own direction of development. People don't so much "invent a strategy" as they listen to where the organization wants and needs to go.
- Decentralized management: The organization operates without a classic control pyramid. Decisions are made closer to knowledge, responsibility, and purpose, and not always "at the top".

What makes companies infallible

I noticed the power problem exists on both sides. Regular hierarchical and distributed leadership business.

What matters here, in all above lists is each step 4. “Power, structure, results, relationships, can fail in their purpose”.

From the levels and 1-7 steps we see, crossing a level’s boundary to its corrupted form seems to be more powerful and easier.

But there will always be another stronger perspective that is constructive.

Let’s reframe this, group both sides based on right, or wrong purposes.

When power is used to control, rather than protect, it can work to a degree but most employees shut down, rest leaves, some are in control of mediocre performance. When structure is used for bureaucracy it can work as control to a degree, people usually disengage. When numbers are being used to crunch customers and employees to earn more, this can squeeze more to a degree, but people disengage. When social influence is used to undermine, it

can work to a degree, but people they disengage.

So, with a huge loss of things like trust, commitment, communication, people will do bare minimum and not standing out if they don't have a better option, but:

Power can be used to provide internal safety, eg. by Security Guards. Structure can be used to speed things up, make them regular and repeatable. Numbers can be used to optimize for people, not just money. Social influence can be used to unite, elevate and support people, through trust.

When things fail in their purpose. There is a thousand years old study of the right purpose, but for most, it's just a theory. Ethics are being taken for granted.

Well, it turns out ethics, right purpose in hierarchically structured business are the outperformance. But that's not enough. Because the purpose is there in use, until it isn't. When people change or circumstances get difficult, it's more difficult to stay purposeful. It is a practice. But we talk about organizations, for organisations to be in check which purposes are done right and which are done wrong, an organization needs to manage it internally, or better yet externally.

Not only stabilizing the company to its most mature, infallible form if done right, but also making it extremely powerful competition.

Let me reframe. What companies do not do, is they do not keep in

check if they do things purposefully right in these distinct areas. For that, they get punished and silently disintegrate while still in motion.

Let me repeat.

THIS IS IT. Right and wrong purpose regulation bodies, externally done if possible, is what makes companies infallible.

WHAT TO DO WITH IT. Implement and run a form of right purposes oversight:

As a solopreneur, you can self-reflect or do meetings with someone close, friend or mentor. As a small team, you can gather what you observe, schedule meetings and iterate. Better yet, have someone facilitate interim/from the outside of the organization. As a group of teams, you can form an ethics board or create a separate entity to serve this purpose.

HOW TO USE IT. Have someone see how matters are being treated. Let information in, digest, solve, feedback, watch, and iterate.

With that in place, stepping down, selling your business or succession does not shake your business to its core.

What usualy happens though

A company is being founded, It’s being led with the leader’s

morals. We assume it succeeds and grows.

It comes up to a point though.

Case one, hierarchical, where the founder cannot be in the center of all of the decisions.

Case two, distributed, autonomy is being given, say is being distributed.

In both cases, the formal way of doing things and the leader's morals weaken faster, than newer ways of taking up the responsibility can replace them.

A power vacuum opens up. For the team to take it, or stay passive.

Who makes decisions then? What influences things? Who takes up the responsibility? What happens when a leader has a bad time, their morals are being challenged, they need space or recovery.

If the right purposes for decisions, influence and responsibility arent there, the right or wrong state of purposes is being dictated by people with the most game experience, that are being part of the team. The question is, what motivates them. Do they put their career first over the business and other people, over right purposes. If they decide to fill up the space, will they do it as the best, or the worst and cunning versions of themselves.

What is the chance for one or the other?

This is the fallible / infallible moment. New control, new rules,

people leaving and being displaced. Things are not working as they used to be. Competitive edge lost, things moving but slowing down based on past momentum.

You can wait for the power vacuum to fill itself with whatever you have, if you know what you have, or you can make it constructive and reach aventurine level.

What does that missing link look like from the model perspective?

Teal is just a different form of structure. So the forces within are the same. Just when redistributed, game resets are more granular and more difficult to observe.

Delegating responsibility when purposes are not being regulated comes with cultural regression coupled with unregulated earlier levels.

That means the last moment for stabilization is before Teal. after Yellow integration when we already use all levels. Otherwise Teal cannot sustain itself.

Without that link, Teal adoption explodes because decentralized leadership becomes a field for unregulated, corrupted forms of previous levels.

Not managing purpose makes regular companies drift apart and fall. Without that link, the last form is the corrupted form of the

relationships level (Maybe this sounds familiar).

Focusing on balance, regulation of the **boundaries** of individual levels (not between levels) is the missing element.

After appreciating earlier levels (Yellow integration). Before distributing leadership (Teal decentralization).

That's what makes it an actual distinct level. From one side it completes. From the other side, things fall apart without it.

Aventurine

That missing distinct level needs a name to be in the model

Noticing missing links is not everything. We have a good lesson that naming affects the success with which new meaning is adopted. Teal, everyone knows. Green, not so much.

We needed to name this missing link in a unique, memorable way.

To present it so we can identify with it with satisfaction, without choosing a progressive or classical camp. Immediately, without changes, as a symbol of reducing losses and mistakes in a classically managed organization.

That is why I call this missing link, the oversight level that makes companies infallible, Aventurine.

This balance means: Competing without forcing. Structure without chairs. Profit without greed. Recognition without illusion. Integration without paralysis. Oversight without blindness.

Having the right purposes. Other than more power, more structure, more profit, more recognition for more's sake.

- Power - Red
- Structure - Blue
- Results - Orange
- Relationships - Green
- Integration - Yellow
- *Right purpose oversight* - Aventurine
- Decentralization, evolutionary purpose - Teal

Right purpose oversight is the systemic prevention of drift into pursuing any domain (power, structure, profit, recognition, integrity) for its own sake or in a corrupted form. Evolutionary purpose is about where to go and what to become.

Where Does the Name Aventurine Come From?

Aventurescence is the name of a distinctive shimmering effect found in gemstones. Aventurine is also a shimmering quartz found in various colors.

Teal is a symbol of organizational change. Stone is a symbol of unchangingness.

Aventurine shimmer means the shining of individual flakes in a noble way, in different colors, within an unchanging stone.

Therefore, not by accident: the last level of a classically, hierarchically structured organization, like an aventurine stone, is

a symbol of the fact that a classical organization does not have to change into something it is not, in order to proudly shine together. So an average company can identify and use the model while feeling good about it.

Where does Infallible come from?

It’s a bow to Nicholas Taleb’s Antifragile but on an organizational level. Infallible resonates with invaluable. Infallible does not mean perfection. With a palm on my heart I can call a business infallible, even when things aren’t perfect. Doing well on all purpose levels, but continuing to question with awareness.

Last words

For classically managed organizations, right purpose oversight enables the highest level of stability and competitiveness.

For progressive and decentralized organizations, purpose oversight is a resilience foundation. Without deliberate regulation, old games of power, structure, results, and relationships return in a corrupted form at a smaller, distributed scale.

If you want your purpose to make other companies infallible through purpose oversight like I do, go for it! I rally you. “Infinite game”, this matures capitalism on a groundbreaking level.

If you want to make your company infallible, reach Aventurine, start a right purpose oversight or better yet, consider someone build right purpose systems into your business or organization.

If you liked it, found it valuable, missing something, I will really appreciate it if you share. You see how important this is, and it won’t go out to the world without your 2x. Comment, send me an invite and say hi.

Consider supporting my work, more at infallible.company

Sebastian

Rudnicki
first
released
Aventurine,
a
missing
level
in
organizational
development
on
03
February
2026
at:
awenturyn.org,
aventurine.works,
and
their
GitHub
repositories
as
a
solution
to
the
implementation

gap
between
authentic,
internally
functioning
Teal
and
classically
managed
and
progressive
organizations,
without
revolutions.
#
Acknowledgements
Special
thanks
to
you,
Reader.
Special
thanks
to
my
family
for

their
love,
they
put
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me
and
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life.
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works.
No
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Thank
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for
your
appearance
on
Mar
18,
2026
Polish
Teal
Breakfast
meeting.
Clare
W.
Graves,

Don
Edward
Beck,
Ken
wilber
and
their
teams
for
their
contributions
to
cyclical
levels
of
existence,
Spiral
Dynamics,
and
Spiral
Dynamics
integral.
Frederic
Laloux
for
“Reinventing
Organizations”,

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work!
Simon
Sinek
for
“The
Infinite
Game”.
Nicholas
Taleb
for
Antifragile.
8
Years
of
struggle.
I
don’t
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I
would

figure
it
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and
open
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beginning
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it.
#
About
the
Author

Sebastian
Rudnicki
works
at
the
intersection
of
organizations,
structures,
and
business.
His

approach
was
shaped
by
years
of
work
with
organizations
at
different
development
stages.
From
the
early
phase,
through
scaling,
to
business
audits
and
competitiveness
analysis
and
by

observing
how
organizations
actually
operate,
where
they
get
stuck,
and
why
reality-
based
models
do
not
translate
into
reality.

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Reminder

Have the right purposes. Other than more power, more structure, more profit, more recognition for more's sake.

Reminder

Systemic purpose oversight, delegated outward if possible, is what makes companies infallible.

Reminder

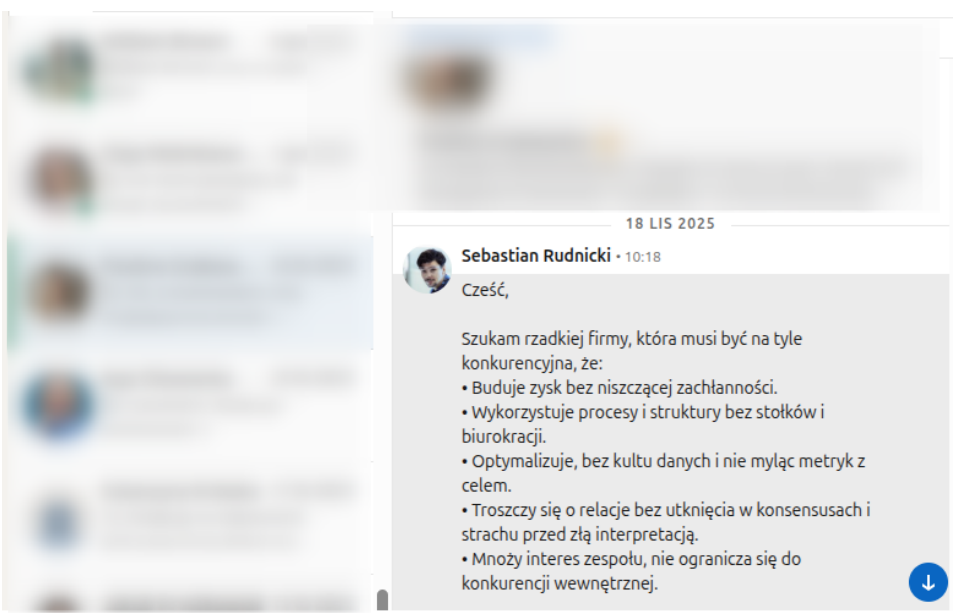
There will always be another stronger perspective that is constructive.

Appendix 1 — Cherishing the milestones

This appendix documents key milestones in the development and release journey!

Appendix 0s — 21 November 2025

Yet unnamed — see the Aventurine / Infallible “right purpose” split?


18 LIS 2025
Sebastian Rudnicki • 10:18
Cześć,
Szukam rzadkiej firmy, która musi być na tyle konkurencyjna, że:
• Buduje zysk bez niszczącej zachłanności.
• Wykorzystuje procesy i struktury bez stołków i biurokracji.
• Optymalizuje, bez kultu danych i nie myląc metryk z celem.
• Troszczy się o relacje bez utknięcia w konsensusach i strachu przed złą interpretacją.
• Mnoży interes zespołu, nie ogranicza się do konkurencji wewnętrznej.

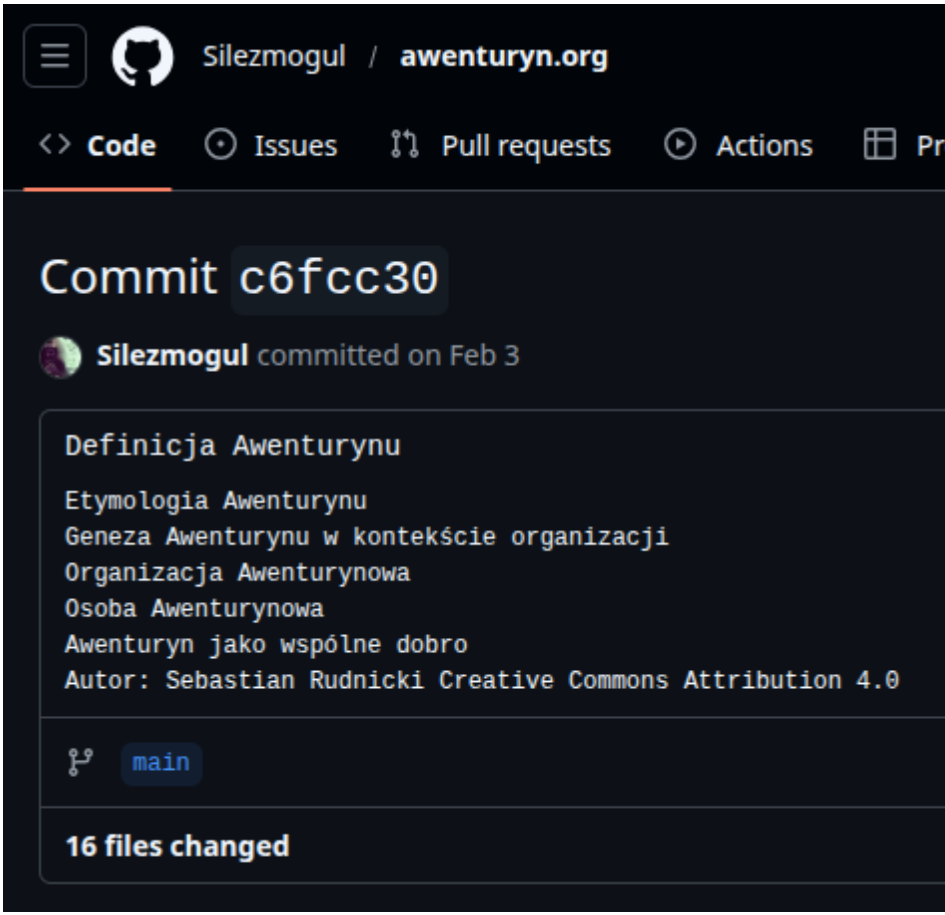
Appendix 1.1 — 02 February 2026

Bilingual concept name and startup counterpart registered as domains.

Services	Subscription ID	Period
.ORG Domain (billed every year) - **awenturyn.org**		2026-02-01 - 2027-02-01
ICANN fee (billed every year)		2026-02-01 - 2027-02-01
.WORKS Domain (billed every year) - **aventurine.works**		2026-02-01 - 2027-02-01
ICANN fee (billed every year)		2026-02-01 - 2027-02-01

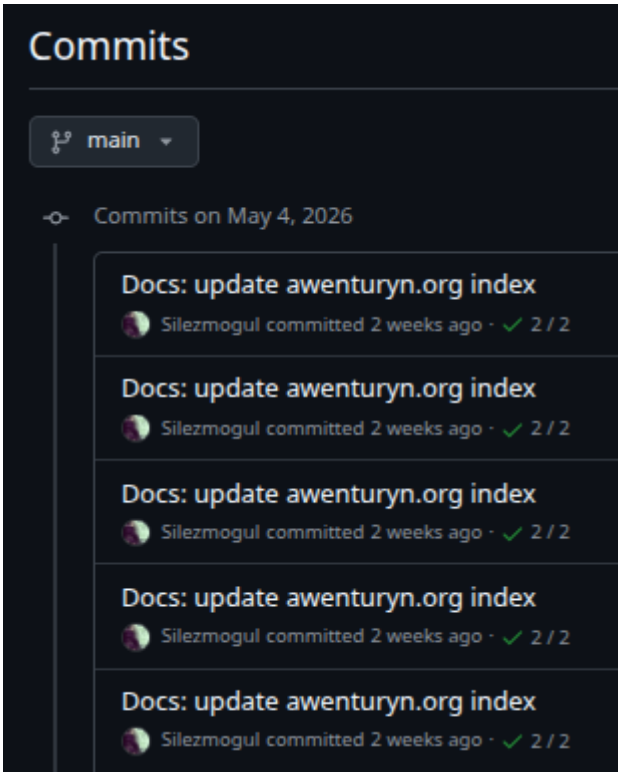
Appendix 1.2 — 03 February 2026

First GitHub commit — page online.



Appendix 1.3 — 04 May 2026

Last official changes to awenturyn.org as GitHub commits.


Commits
main
Commits on May 4, 2026
Docs: update awenturyn.org index
Silezmogul committed 2 weeks ago · 2 / 2
Docs: update awenturyn.org index
Silezmogul committed 2 weeks ago · 2 / 2
Docs: update awenturyn.org index
Silezmogul committed 2 weeks ago · 2 / 2
Docs: update awenturyn.org index
Silezmogul committed 2 weeks ago · 2 / 2
Docs: update awenturyn.org index
Silezmogul committed 2 weeks ago · 2 / 2

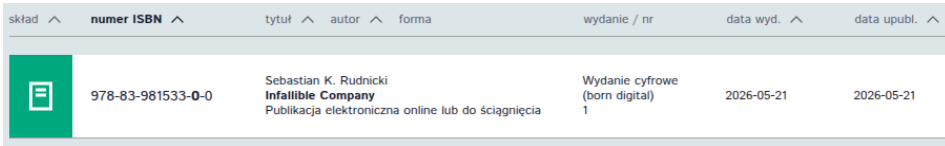
Appendix 1.4 — 20 May 2026

Decided to publish and bought the infallible.company domain.

Service	Paid at
.COMPANY Domain infallible.company	2026-05-20

Appendix 1.5 — 21 May 2026

In a single day: turned raw text into a whole ebook, gained editorial rights, obtained an ISBN, and uploaded the book to the national archive!



skład	numer ISBN	tytuł	autor	forma	wydanie / nr	data wyd.	data upubl.
	978-83-981533-0-0	**Infallible Company**	Sebastian K. Rudnicki	Publikacja elektroniczna online lub do ściągnięcia	Wydanie cyfrowe (born digital) 1	2026-05-21	2026-05-21

Enjoy!

Sebastian Rudnicki